

Metropolitan Police Authority & Metropolitan Police Service

# Joint Policing London

## Annual Report 2008/09



Working together for a safer London

**MPA**

Metropolitan Police Authority

# Joint Foreword by The Commissioner of the Police of the Metropolis and The Chair of the Metropolitan Police Authority

The Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS) take great pride in delivering quality policing services to communities and individuals who live and work in London. Over the past year we have continued to work together to reduce crime and ensure people can go about their daily business safely and without fear of crime.

The 2008/09 annual crime figures show there were 18,621 fewer offences in London compared with the previous year, with total notifiable offences at their lowest level since 1998/99. Details of our achievements, including data showing the reductions in crime, have been evidenced within this report. Our strategy remains focused on providing the service the public wants and needs, rather than what we want to provide. We are committed to increasing public confidence and satisfaction in our policing service and have continued through 2008/09 to engage with communities across London and to build peoples trust. As part of this strategy we launched the MPS Policing Pledge 'Our Promise to the Public' this year. This sets out the standards of service that people are entitled to expect. It also explains how people can provide feedback on our service so that we can make sure we are meeting people's needs in the best way possible. This feedback is helping us to continue to improve the services we provide.

As with previous years we have and will continue to be intolerant of violence in all forms, from local anti-social behaviour through to terrorism. In order to maintain the security of our streets we have ensured that officers and uniformed staff are accessible, bringing a strong visible presence to the streets. We take pride in engaging with the public and intervening in a professional way when needed.

The economic downturn that we are presently experiencing will be a challenging time for both us and the people of London. We are striving to meet this challenge and will continue to build on the activities being undertaken to lead and manage our organisation in order to further improve our processes and procedures. This will enable us to maintain quality service provision and manage the impact the economic climate will have on crime rates.

We have achieved much this year but we still have much to do. The joint aim of the MPA and MPS is to continue to build on the good work of this year and to work in partnership to reduce crime, enhance performance and improve our working practices through community engagement.



**Sir Paul Stephenson**  
Commissioner of Police  
of the Metropolis



**Boris Johnson**  
Chair Metropolitan  
Police Authority



# Metropolitan Police Authority Annual Report 2008/09

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# Metropolitan Police Authority: What did we do last year?

**“Crime and safety is the biggest issue for Londoners. Our job is to make sure the Metropolitan Police Service fights crime effectively and keeps London safe.”**

Boris Johnson, Chair of the Metropolitan Police Authority and the Mayor of London

## Introduction

This has been a year of major change for the Metropolitan Police Authority. A new administration at City Hall, combined with changes to our committee structure at all levels, new members and the Mayor taking the chair of the Authority in October 2008, have introduced new ways of working to improve police accountability. This has reinvigorated the Authority's drive and commitment to ensure the MPS fights crime and reduces criminality.

## Who we are

Fundamental changes to the basis of police authority membership and the appointment process were introduced by the Police Justice Act (2006). Magistrate members ceased to exist as a separate category and from October 2008 the MPA is made up of twelve London Assembly members (appointed by the Mayor) and eleven independent members, at least one of whom is a magistrate, with another appointed by the Home Secretary to represent the government's interest in the MPS's national and international functions.

We welcome the new independent members, together with the newly appointed members of the London Assembly, and thank those members of the Authority who left this year. Their dedicated service helped to shape the MPS we see today.

The renewed leadership at the MPA has provided the opportunity to review how we conduct our formal business and discharge our statutory oversight and executive functions.

We have of course seen significant changes in MPS leadership throughout the year which will provide fresh drive and vision. The appointment of Sir Paul Stephenson as Commissioner heralded changes in the senior management team at New Scotland Yard, and the Authority has worked diligently to recruit officers of exceptional ability to work with him and lead the MPS.

With the change in leadership at the MPA came immediate police action to tackle knife crime through Operation Blunt 2 and to increase safety on public transport through Operation Tyrol. Further action on dangerous weapon dogs, gangs and safety in suburban town centres was also initiated and will be a priority moving forward.

Working with the MPS, the Authority introduced a crime mapping system to publish monthly information about what crime is happening at the local level across the capital. The maps illustrate clearly crime types across London and enables area comparisons to be made area to area. The information is also available as plain text for accessibility, and provides details and contacts for local police, Safer Neighbourhoods teams and other crime prevention organisations in each area. This is a major advantage, giving Londoners greater transparency when it comes to issues that directly affect their quality of lives and indicates a commitment to holding the MPS to account locally for their core work of preventing and tackling crime.

[www.mpa.gov.uk/about](http://www.mpa.gov.uk/about)

## Joint Engagement Meetings

The MPA, working with the Greater London Authority, has introduced a new problem-solving tool to deal with serious local crime issues. Our joint engagement meetings (JEMS), held between local authorities, borough commanders and other partners like the Transport for London and the London Criminal Justice Board, use extensive and comprehensive data sources as the starting point in developing joint strategies in areas of shared concern. We began by looking in depth at the problem of serious youth violence and following initial pilot meetings, it is now our intention to roll this out across all boroughs. We will use JEMS to deliver joint actions to achieve the confidence target set for local authorities and the police.

[www.mpa.gov.uk/partnerships/jems](http://www.mpa.gov.uk/partnerships/jems)

## Equality and Diversity

During the year there was much press coverage on how the MPS handles race and faith issues within the workforce. The MPA needs to deal proactively with such challenges and overcome historical barriers to make the Met relevant to a diverse London. We are not only doing this because the Police and Justice Act (2006) places a duty on police authorities to promote equality and diversity within their police service, but mainly because having the confidence and trust of all London's communities is essential.

At his first meeting as Chair of the Authority, Boris Johnson launched an inquiry into race and faith at the MPS. The Inquiry has examined the current position of the organisation in order to establish what has changed as a result of lessons learnt from the past, identify successes and good practices, and further opportunities to build upon this. The Inquiry is also an opportunity for the MPA to review its own role as an oversight body and make recommendations for improvement.

Looking ahead, to operate effectively at the strategic level and make the best use of resources, the Authority must be able to demonstrate that it is discharging its statutory functions and is adding value to the policing of London. To achieve this, Met Forward, a new strategy framework to drive and support policing in the capital for the next three years, will be approved by the Authority in April 2009.

[www.mpa.gov.uk/work/equality](http://www.mpa.gov.uk/work/equality)

## Crime in London

Total recorded crime in London is down by 2.2% or nearly 19,000 fewer crimes when comparing 2008/09 with 2007/08, and the number of recorded crimes remains under 900,000 for the second consecutive year.

When compared to the previous year, there has been some increase in the recording of hate crimes, domestic violence and rape. It is likely that the increase in number could be attributed to the efforts to encourage victims to report these crimes. Encouragingly, the sanction detection rates for these categories have also risen, indicating more crimes are solved and more offenders convicted.

The overall sanction detection rate has continued to rise and stands at 26.2%. This shows a steady increase in sanction detections, the rate doubling in the last five years, although decreases in sanction detection rates have been identified for serious acquisitive crime (-0.2 percentage points), residential burglary (-1.3 percentage points), business crime (-0.9 percentage points) and vehicle crime (-0.2 percentage points).

The Authority continues to monitor MPS performance, both to highlight any areas for concern and ensure it is achieving against set priorities.

## Policing Priorities Public Consultation

For the first time, the MPA led an 'in-house' annual consultation programme to inform the Policing London Business Plan, a process previously managed by the MPS.

'Have Your Say on Policing in London', conducted between 1 October and 15 December 2008, asked respondents to identify their top three priorities for policing in London, together with reasons for their choices and ideas of what the police should be doing to tackle them.

The Authority's targeted approach led to a more than three-fold increase in participation, and analysis of the responses provided information for the priority setting process for 2010/11 and will also inform other work. Feedback has been provided to all those who participated: we will review the consultation process further and explore new and innovative ways to encourage people to take part.

[www.mpa.gov.uk/publications/policingplans](http://www.mpa.gov.uk/publications/policingplans)

## Data and Crime Recording

The Authority continued to promote the improvement of data recording, seeking the full implementation of national crime and data recording standards. Following our crime data recording scrutiny (published in February 2008) there have been a number of changes made by the MPS, including:

- line management of staff responsible for overseeing the accuracy of crime data has been revised to minimise actual and perceived conflicts of interest;

- a review of training has taken place and new pilots have been developed; and
- the MPS now reports directly to the Authority's Strategic and Operational Policing Committee on data accuracy

The MPA worked closely with the MPS to develop online crime maps for London which provide local communities with clear information about crime in their areas. This initiative has been well received by the public and will be further developed in the future. Top level crime statistics were also made available on the MPA website, adhering to categories that will remain constant.

[www.mpa.gov.uk/statistics/crime-stats](http://www.mpa.gov.uk/statistics/crime-stats)

## Analysis of MPS Performance

The MPA routinely monitors performance at the borough level, identifying significantly good or poor performance across a range of crime categories. These 'exception reports' enable members of the Authority to fulfil their scrutiny role within the London boroughs they have particularly close link with.

The MPA's committee structure reviews strategic performance monitoring across all the capital's boroughs. The Strategic and Operational Policing Committee (SOP) receives regular reports on headline performance and thematic reports from each key directorate within the MPS; for example, the Territorial Policing thematic report identifies where boroughs have performed exceptionally well or poorly and describes the work the MPS is undertaking to rectify deficiencies.

[www.mpa.gov.uk/committees/sop](http://www.mpa.gov.uk/committees/sop)

## Financial Scrutiny

The MPA is responsible for the finances of the MPS. With a £3.5 billion operation, this is the largest budget of any local authority in the country.

The Authority provides overall direction over the expenditure of the budget as part of its duty to manage the provision of an effective police service in London, however the day-to-day financial management is delegated to the Commissioner in accordance with the financial framework agreement.

The MPA Finance and Resources Committee, advised by the MPA Treasurer, is responsible for financial control, and monitoring the actual and projected spending by the MPS.

It is the Mayor of London who approves the annual police budget on the recommendation of the Authority. Approximately 25% of the budget is financed through council tax raised in London, while the remaining amount comes from central government grants.

The budget requirement for the MPA/MPS for 2008/09 totalled £2,595.0 million (£3.5 billion gross expenditure).

The 2008/09 budget provided sufficient resources to:

- continue to develop Safer Neighbourhood Teams to provide effective front-line policing, public reassurance and public confidence;
- enhance counter-terrorism capability and capacity;
- make services more accessible and improve people's experience of their contact with the police service, especially victims and witnesses;
- reduce the incidence of homicide, grievous bodily harm, weapon enabled serious violence and domestic violence homicide;
- improve the reporting of serious sexual offences, the criminal justice outcomes for rape and increase the domestic violence arrest rate for offences;
- improve police engagement with those communities linked to priority criminal networks/gangs and increase the confidence of victims and witnesses in the handling of these cases;
- support the London Criminal Justice Board to increase the proportion of the public that have confidence in the criminal justice system;
- work with partners to reduce road casualties;
- undertake planning and preparation for the 2012 Olympic and Paralympic Games and other major events; and
- prepare for and respond to major incidents.

Efficiency savings of £144 million were made during the year.

The Authority has maintained its scrutiny arrangements during the year to ensure appropriate scrutiny is given to a wide range of important MPS activities. These covered areas of activity such as IS/IT, estates, human resources, procurement, budget and overtime and European Union funding.

[www.mpa.gov.uk/committees/finres](http://www.mpa.gov.uk/committees/finres)

## Landsbanki

As is the case with 125 other English local authorities and public sector organisations, the Authority had funds (£30m) deposited with one of the Icelandic banks that went into administration in October 2008. Following steps taken by the Icelandic Government in early October 2008, the domestic assets and liabilities of Landsbanki were transferred to a new bank while the management of its affairs were placed in the hands of a resolution committee. Based on the latest public presentation of Landsbanki's affairs made to creditors on 20 February 2009 and other relevant information, early indications are that recovery of between 90-100 % could be achieved.

Following a review of the processes and controls over investment policy, learning the lessons from the Landsbanki experience, a new regime is now in place to oversee and report on the administration of Treasury management within the MPS in accordance with the Authority's policy.

## Recovery of Policing Costs for London's Airports

Having successfully led negotiations in 2007/08 with Heathrow Airport Limited to conclude the first formal Police Service Agreement to get a fair recovery of policing costs, the Authority became a member of the new Home Office/Department for Transport Airport Policing Programme Board - which has met to prepare draft material on guidance for airport charging arrangements.

The Policing and Crime Bill, proceeding through the 2008/09 parliamentary session, proposes cost transparency for airport policing and recovery of appropriate policing costs for London's airports.

This will now include London City Airport, previously an undesignated airport for which the MPS has been unable to recover costs incurred. If the Bill is passed, Royal Assent is expected in Autumn 2009, with implementation of charging arrangements thereafter.

## MPA Estate

As owners of the Metropolitan Police estate, the MPA places great value on ensuring we have the right property and recognises the need to modernise our accommodation and facilities across London to enable our police to deliver effective policing. Londoners need accessible and friendly police facilities in the right locations, while our officers and staff deserve excellent working conditions to help them carry out their duties. We need to move out of old and dated buildings and focus on more economically and environmentally sustainable buildings. In late 2007, plans to modernise MPA's estate were published for each of the capital's 32 boroughs, followed by a three month consultation period. Whilst well intentioned, the process was the subject of local criticism. Therefore, in October 2008, the Authority took the decision to review how best to engage with stakeholders and local communities about our plans to revise and update the overall estates strategy. This member led review panel is due to report its findings in 2009.

[www.mpa.gov.uk/work/estate](http://www.mpa.gov.uk/work/estate)

## London Living Wage

The London Living Wage, a GLA initiative, is a weighted minimum wage that takes account of the higher cost of living in London. The MPA and MPS already pay all their direct employees at or above the London Living Wage, and in August 2008 the Authority agreed a deal with its facility management contractors to ensure all contract staff providing services to the MPA/MPS are also paid the London Living Wage.



## Internal Audit

Internal Audit assists both the MPA and the Commissioner in the discharge of their responsibilities for the policing of London, but primarily supports the Authority's priorities of holding the Commissioner rigorously to account for improving the operational performance of the MPS and driving the organisation to make the most effective, efficient and cost conscious use of all its resources.

During 2008/09 Internal Audit:

- Evaluated the adequacy and effectiveness of the corporate control framework within the MPS;
- Conducted over 70 risk-based reviews of MPS systems, making recommendations that will further improve the internal control framework;
- Advised on the adequacy and effectiveness of planned controls in new and developing systems within the MPS, ensuring key systems that support front line policing are more effective;
- Identified and promulgated areas of best practice across the MPS;
- Advised on the prevention and detection of fraud affecting the MPS, investigating waste or abuse within the systems that support the policing of London; and
- In liaison with MPS Finance Services, rolled out a major fraud prevention and awareness programme and provided financial awareness training to over 500 MPS managers.

One particular issue has continued to cause concern this year: the use of AMEX corporate charge cards issued to officers. Two prosecutions and convictions were the result of successful investigative work in this area, and further investigations continue. The 'unreconciled expenditure' previously reported has now been largely brought to account and a new system was introduced to address the control issues highlighted as a result of the investigations. The MPA and MPS continue to work together to bring this matter to a conclusion.

[www.mpa.gov.uk/about/people/ia](http://www.mpa.gov.uk/about/people/ia)

## Stockwell

Terms of reference were agreed in December 2007 for an MPA scrutiny of how the MPS responded to the learnings from the tragic death of Mr Jean Charles de Menezes. The decision to undertake a scrutiny followed the publication of two reports into the shooting by the Independent Police Complaints Commission (IPCC) and a guilty verdict as a result of the prosecution of the MPS under Health and Safety legislation.

The scrutiny panel has concluded that progress has been generally good, although there is still more work to be done. However, there are gaps in the panel's knowledge of what happened to which the panel agreed to revisit, with Her Majesty's Inspectorate of Constabulary (HMIC) assistance following the Coroner's Inquest. The HMIC report is due to be published in summer 2009.

Whilst commending progress to date, the panel highlighted several areas where more work is required, calling for ongoing leadership from the Met's Management Board. Many of the logistical issues faced by the MPS on 22 July 2005 in terms of command stretch, firearms mobilisation, adequacy of control rooms and the facilities required to ensure officers from different parts of the MPS can work effectively together, could reappear again during the Olympic and Paralympic Games in 2012, if not beforehand. The improvements undertaken by the MPS will need to be tested continually in the context of scalability, resilience and capacity.

The Commissioner has been invited by the panel to respond to the recommendations.

[www.mpa.gov.uk/scrutinies/stockwell](http://www.mpa.gov.uk/scrutinies/stockwell)

## Counter Terrorism

The MPA Counter Terrorism and Protective Services Sub-committee monitors MPS performance across the four strands of the government's counter terrorist strategy: Pursue, Prevent, Prepare and Protect. The sub-committee also considers those MPS responsibilities exempt from full public scrutiny, such as royal and protective services and the serious and organised crime unit, and includes the MPS use of Regulation of Investigatory Powers Act 2000 (RIPA), data communications, kidnap and homicide investigation.

The Authority continues to chair the national Counter Terrorism Oversight Group, looking specifically at the effectiveness and efficiency of national co-ordination work and, during 2008/09, the delivery of Prevent across lead force areas.

[www.mpa.gov.uk/committees/ctps](http://www.mpa.gov.uk/committees/ctps)

## 2012 Olympics

Stemming from the reorganisation of the Authority's committee structure, a dedicated Olympic and Paralympic Games Sub-committee was established to progress plans to ensure the governance, finances and security plans for the 2012 Games are in place. The working relationship between the Authority and the MPS is dedicated to achieving our goal of ensuring safe and secure games for the athletes and visitors who will attend from around the world.

[www.mpa.gov.uk/committees/olympicspara](http://www.mpa.gov.uk/committees/olympicspara)

## Community Engagement

The MPA actively manages the development of borough-level Community and Police Engagement Groups across London. These mechanisms play a vital role in enabling communities to interact with their local police and hold them to account in public.

As part of our ongoing improvements to community police engagement the Authority has developed comprehensive service level agreements with each of the local groups. A best practice manual for community consultation has also been developed.

The MPA supports members in the work they undertake to fulfil important statutory duties and priorities for community engagement and partnership, specifically in the boroughs to which they are most closely linked.

[www.mpa.gov.uk/partnerships/cepg](http://www.mpa.gov.uk/partnerships/cepg)

The Authority has been highly successful in recruiting over 420 volunteer Independent Custody Visitors (ICVs) to check that people detained in local police stations in every borough are being treated fairly and in accordance with their rights. We have developed a broader range of training for volunteers, and held a very successful London ICV conference in April to explore ways of raising standards in custody.

[www.mpa.gov.uk/partnerships/icv](http://www.mpa.gov.uk/partnerships/icv)

In partnership with the Safer London Foundation we developed the annual Safer London Problem Solving Awards. Successful problem solving approaches to tackle local issues of concern articulate our desire to see more innovative partnership approaches to fighting crime at the community level.

[www.mpa.gov.uk/partnerships/cdrp/#problem](http://www.mpa.gov.uk/partnerships/cdrp/#problem)

The MPA Stop and Search Review Board's programme of work was completed in the Summer 2008 with a highly successful conference involving 400 attendees. This year, we also launched a Stop and Search education pack, including the innovative 'Go Wisely' DVD ([www.mpa.gov.uk/scrutinies/stop-search/go-wisely](http://www.mpa.gov.uk/scrutinies/stop-search/go-wisely)) over 2,000 copies of which have now been distributed. This received a commendation at the Association of Police Authorities Excellence Awards.

[www.mpa.gov.uk/scrutinies/stop-search](http://www.mpa.gov.uk/scrutinies/stop-search)

## MPA Youth Scrutiny

The MPA concluded its intensive eight month youth scrutiny in May 2008. An extensive consultation programme in which over 1,000 adults and young people took part informed this comprehensive piece of work. The primary focus of the scrutiny was young people's experiences as victims, witnesses and perpetrators of crime in the capital, and how this influenced their interactions and relationships with the MPS.

The final report, 'Seen and Heard - Young people, Policing and Crime', contained 52 recommendation targeted at the MPS, the Authority and partner agencies.

The MPA youth scrutiny was very timely. The findings of the report and the 52 recommendations were consistent with plans of partner agencies and have synergy with proposals outlined in the Government's 'Youth Crime Action Plan' and the Mayor's 'Time for Action' plan to tackle youth violence. It is clear that the Authority is part of a growing movement for progress in this area.

The Authority will continue to work with partners through the various pan-London strategic partnerships and via Crime and Disorder Reduction Partnerships to ensure the learning from our youth scrutiny is not lost and continues to inform responses to youth crime.

[www.mpa.gov.uk/scrutinies/youth](http://www.mpa.gov.uk/scrutinies/youth)

## Domestic and Sexual Violence Board

The MPA Domestic Violence Board (DSVB) continues to be a positive agent for change. This year it was decided to expand the Board's oversight to include sexual violence, with a view to replicating the successes in the field of domestic violence to the benefit of the MPS's performance on tackling sexual violence.

Borough Operational Command Units now share their response to domestic and sexual violence within their borough, and guests and professionals from the community openly discuss local issues. The DSVB is performing a key role in supporting and scrutinising the MPS as it prepares to move the Sapphire Teams, which investigate sexual violence, under one central command.

The Board will also support implementation of the Mayor's 'Violence Against Women Strategy'. Other areas of work include women's safety and the Olympics, and supporting increased joint working and sharing of best practice across MPS corporate units such as those dealing with prostitution, trafficking, child abuse and domestic and sexual violence.

[www.mpa.gov.uk/dsvb](http://www.mpa.gov.uk/dsvb)

## Hate Crime Forum

The success of the Race Hate Crime Forum, which completed its initial remit to scrutinise the MPS response to victims of race hate crime in every London borough, has been widely recognised for its work. This forum continues to focus on local partnerships while exploring its future work.

New legislation and emerging trends has led to the decision to expand the Forum's remit to scrutinise hate crime across all six strands of equality - age, gender, disability, religion and belief, race and sexual orientation, therefore establishing a more inclusive Hate Crime Forum.

The Forum will continue to support local partnerships in making improvements to local responses to hate crime. Over the past year, it has supported local strategic responses, advised on good practice developments, examined issues on current responses to hate crimes and conducted an assessment of third party reporting mechanisms.

[www.mpa.gov.uk/partnerships/hcf](http://www.mpa.gov.uk/partnerships/hcf)

## Senior Police Appointments

The MPA ensures that all appointments to senior -ranks, Commanders and above within the MPS, are highly trained and experienced officers. The Authority carries out rigorous selection processes, informed by reports from HMIC and may include psychometric tests, technical interviews around specific police related topics, structured interviews around the competences identified, and interviews by a diverse MPA selection panel.

In 2008/09 the Authority recommended the appointment of Sir Paul Stephenson as Commissioner of Police of the Metropolis; while Sue Akers, Rod Jarman, Lynne Owens and Stuart Osborne were appointed Deputy Assistant Commissioners.

The learning from our previous scrutiny, 'Talent Management and Succession Planning', investigating the issues around succession planning and career development, has placed us in a good position to ensure that future MPS officers will continue to be of the high calibre we are used to seeing and Londoners deserve.

## Police Advisory Board for England and Wales (PABEW)

The MPA played a very full and active role in the PABEW this year, including a new 'High Potential Development Scheme' in April 2008 which the Authority hopes to see some form of positive action element being introduced, and overseeing the implementation of new conduct and discipline regulations in December 2008, which will have particular significance in terms of the Authority's responsibilities for senior officers' conduct matters.

## Police Negotiating Board (PNB)

Although agreement was reached on a three year deal for the uplift of police pay and pay-related allowances, it remains a high profile issue.

Chief officers' pay continued to be a difficult issue with a formal referral to the Police Arbitration Tribunal (PAT) by the Staff Side. The Tribunal did not believe that sufficiently robust data was presented by either side for an award to be made. Consequently, it was suggested that both sides should co-operate to commission and produce joint research to clarify the position of chief officer pay.

It is anticipated the three year pay agreement will enable progress to be made on a whole range of terms and conditions, pay and pay related issues. The Authority would like to see a simpler pay structure which can recognise the particular needs of London.

## Every Child Matters

As a police authority, the MPA has statutory duties in the safeguarding partnerships under Every Child Matters (ECM). In June 2008 we hosted a national seminar on delivering ECM in policing and in September the Authority signed off the MPS's ECM strategy.

Now that the MPS delivery strands for ECM are in place, the Authority will consider the systemic barriers that failed to protect baby Peter when he came into contact with the MPS. The failure to protect a child or young person from abuse or harm, when identified within the system, is not acceptable.

The review by Lord Laming into child protection across the UK found that structures set up under ECM were only effective if implemented across all child protection partners. Since December we have commissioned several in-depth reports from the MPS into what went wrong, within the MPS, in the case of Baby Peter. We are committed to ensuring that the organisation learns from this and moves forward to provide children in London the levels of protection they deserve.

## The Year Ahead

Crime in London continues to fall year on year and the MPA commends this achievement. However, this does not mean we can rest on our laurels. The renewed Authority will continue to advocate the more effective use of resources and support the Commissioner in his drive towards a more intrusive performance culture within the MPS, while prioritising issues of safety and confidence for Londoners.

The Authority believes that part of the solution to tackling crime and disorder lies in providing strong leadership to enable the police to do their jobs. In the coming year we will concentrate our efforts around London's new policing strategy '*Met Forward*'. This will guide the MPS in tackling the issues that matter most for Londoners: serious youth crime, violence against women, terrorism, safety on our buses, and trains, and dangerous dogs. It will also help us drive performance, support our officers and staff, and prepare for the enormous challenge of policing the Olympic and Paralympic Games.

As ever, we recognise that while the Authority can set the vision and strategy, we can only realise that vision through partnership with others. Our JEMS meetings continue to be the most productive forum to bring everyone together to mold strategies that will achieve real change. We will continue to work closely with the reinvigorated MPS senior team, and together will lead the MPS forward in the fight against crime. In this way we can provide Londoners with the safer city they deserve.

# Commissioner's Annual Report to the Authority 2008/09

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## Introduction

The annual report sets out the work that has been undertaken by the Metropolitan Police Service (MPS) during 2008/09. The Metropolitan Police Authority (MPA) has continued to scrutinise the work undertaken throughout the year and in partnership with the MPS has strived to reduce crime, enhance public safety and improve service delivery to the communities and individuals it serves.

The Policing London Business Plan 2008-11 [www.met.police.uk/foi/index.htm](http://www.met.police.uk/foi/index.htm) on which this document reports, described the long-term policing commitments of both the MPS and the Authority. It explained the rationale behind how we determined our corporate objectives including how we considered the requirements of external stakeholders, particularly the Government, the Mayor and the people of London. It then detailed how we intended to meet these objectives by describing the activities we promised to undertake and the measures and targets we set ourselves to enable everyone to monitor our success.

To achieve the commitments described in the Plan we have worked across boundaries, brought different groups and teams together with a shared focus of meeting six corporate objectives which are as follows:

- Make our service more accessible and improve people's experience of their contact with us, especially victims and witnesses
- Enhance our counter terrorism capacity and capability
- Reduce serious violence and protect young people
- Disrupt more criminal networks and reduce the harm caused by drugs
- Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties
- Plan for and effectively police major events in London and prepare for the London 2012 Olympic and Paralympic Games.

The extent to which the Plan has been met is described in this report.

## Key Activity Chart

This diagram shows how the MPS's corporate objectives, strategies and key activities help us work together to deliver improved outcomes for the people of London.

	Strategic Outcomes	Corporate Objectives	Supporting Strategies	Key Activities 2009/10	
Working together for a safer London	Communities are engaged with, confident and satisfied with our police service	Make our service more accessible and improve people's experience of their contact with us, especially victims and witnesses	Citizen Focus Policing Programme Improving Police Information Victim Code of Practice	To improve access to services through Central Communications Command, Front Counters and single non-emergency number To improve the action taken by police through quality key encounters To improve the follow up information given by police through Victim Focus Desks and quality call backs To improve the individual treatment given by police including Victim PCSOs operating Victim Focus Desks	
	Security is improved and the public feel reassured	Enhance our counter terrorism capacity and capability	Counter Terrorism Criminal Networks	To disrupt Counter Terrorism criminal networks and remove assets To ensure effective contingency plans exist/tested To provide effective protection to potential terrorist targets To provide an effective response to terrorist incidents	
		Plan for an effectively police major events in London and prepare for the London 2012 Olympic and Paralympic Games	Olympics Programme	To plan for secure major events including the London 2012 Olympic and Paralympic Games To prepare for and respond to major events	
	Crime disorder, vulnerability and harm are prevented and reduced  And  Offenders are brought to justice	Reduce serious violence and protect young people	Serious Violence Youth Gun Enabled Crime	To reduce serious violence and serious youth violence To improve the reporting of serious sexual offences To improve Criminal Justice outcomes for rape To reduce victimisation of young people	
		Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties	Safer Neighbourhoods Emerald Anti-social Behaviour	To work with Local Strategic partnerships to ensure Local Area Agreements focus on reducing crime and anti-social behaviour (ASB) To reduce fear of crime and ASB by local problem solving and partnership working To reduce crime and ASB by focusing on vulnerable people and offenders that cause most harm To increase offenders brought to justice particularly serious offences To work with partners to reduce road casualties	
		Disrupt more criminal networks and reduce the harm caused by drugs	Criminal Networks Drugs Gun Enabled Crime	To improve engagement with communities linked to criminal networks/gangs To increase confidence in victims and witnesses linked to criminal networks/gangs To increase number of criminal networks disrupted especially related to drugs/firearms To maximise disruption of criminal networks and Class A drugs by seizing cash and assets	
	Continuous improvement: IT, leadership, productivity, governance, equalities, environmental sustainability, health, social inclusion				



# Objectives Achieved and Performance Outcomes

## What has happened over the year

The following pages give a snapshot of some of the events, challenges and achievements of 2008/09. It illustrates how the MPS has worked in partnership with key stakeholders and interested parties to deliver against the corporate objectives.

### April 2008

Annual crime statistics released showing robbery at its lowest since 2000/01 and theft of motor vehicles at its lowest since 1973/74.

The Home Office appointed a Director of Olympic Safety and Security to manage the shared responsibility between the Home Office, the MPS and other Government departments for delivering a safe and secure Olympic and Paralympic Games.

Enfield Borough Police used a range of crime reducing tactics in a month long intelligence led partnership initiative to reduce and deter violent crime and reduce and detect offences such as burglary, robbery and motor vehicle crime.

### May 2008

Following an intelligence led operation by the Central Task Force, four men were charged with drugs and firearms offences

An anti-drink and drug/driving campaign was held in support of the Association of Chief Police Officers Summer Drink and Drug Driving Enforcement Campaign

A 6-month intelligence led operation resulted in 9 gang members responsible for distributing at least £6.5 million worth of class A, B and C drugs being sentenced to over 60 years imprisonment.

Following an investigation by the Stolen Vehicle Unit a man was sentenced to three years and six months for involvement in handling stolen vehicles at an international level.

### June 2008

Successful planning and policing of Nelson Mandela's birthday celebration dinner and concert.

The third MPS Environment Day was held to promote environmental awareness and highlight work being undertaken to deliver the MPS Environmental Strategy.

Lambeth Borough Police launched with partners a new anti-gang hotline to allow members of the public to call to give information on gangs and for gang members who wish to change their lifestyle.

Following an investigation by the Wildlife Crime Unit a man was sentenced to a two year suspended sentence for illegally trading in elephant ivory, hippo ivory and sperm whale teeth.

### July 2008

Consultation for the Improving Policing Information Programme commenced looking at ways of integrating intelligence information and sharing information more effectively.

Following a successful pilot on Camden, Croydon, Hounslow, Sutton and Southwark Boroughs, a new stop and search form was introduced reducing bureaucracy and speeding up stop and search/account encounters.

Six MPS teams and individuals were selected as finalists in the national Customer Service Awards 2008 and a further three teams, although not selected as finalists were awarded highly commended certificates.

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## August 2008

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A new case management tool was introduced enabling more offenders to be brought to justice and saving hours of officer time.

Successful planning and policing of the Notting Hill carnival

Over the past three years the MPS has saved a total of £470,000 through the reuse and recycling of information, communication and technology equipment.

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## September 2008

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A survey showed that nearly 90% of diplomats and embassy officials felt reassured by the presence of the Diplomatic Protection Group.

Safer Neighbourhood Teams encouraged universities to join CampusWatch, which sees university staff and students receiving training to become Special Constables, and patrolling alongside other experienced officers in and around university sites to help make campuses safer.

Body worn videos were trailed at Camden, Bromley, Havering and Transport (Wandsworth team) as part of a Home Office project.

Six touch-screen information kiosks were trailed in shopping centres and police stations. Each kiosk provided access to police information and services such as recruitment, contact numbers, police station addresses, safer neighbourhoods, news articles, appeals for information, maps and local borough activities. Users could also report minor crimes and provide information concerning specific crimes and appeals.

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## October 2008

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The MPS disaster victim recovery and identification capabilities were practiced over a three-day exercise at Crystal Palace National Sports Centre.

Four MPS nominations were successful at the Association of Chief Police Officers Drugs Conference Awards 2008. The awards highlighted both individual achievement and the innovative and developmental work which has proven to be of value in tackling drugs within local communities.

All MPS boroughs became able to share information electronically from the custody record with other criminal justice organisations, such as the Crown Prosecution Service.

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## November 2008

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Rainham's Safer Neighbourhoods Team discovered over £1.5 million worth of fake goods destined for unsuspecting Christmas shoppers. The investigation had international implications and led to the deportation of the individual concerned.

Southwark drugs and firearms team arrested and charged 16 people for over 100 drug supplying offences following a long term covert operation to disrupt a criminal network that was supplying heroin and cocaine within the borough.

In partnership with recruitment agencies a Recruitment Industry Counter-Fraud Forum - SAFER (Safe Advice for Employment and Recruitment) was launched to help protect jobseekers, employers and service providers from crime.

The MPS and the National Centre for Domestic Violence announced a new partnership that offers victims of domestic violence access to legal representation around the clock, 365 days a year.

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## December 2008

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The MPS Policing Pledge was launched. It sets out the standards of service the public can expect from the MPS and is an enhanced version of the National Policing Pledge rolled out across the police service in England and Wales by the Home Office.

Over the last financial year the MPS has recycled more than 60 per cent of its total refuse output - around 11,500 tonnes of rubbish. This has included seized knives and guns which have been turned into cutlery, fridges and drink cans and 1,500 tonnes of horse manure.

Following a review of the Quality Call Back process, which gains feedback with regard to the quality of service received, a corporate monitoring process was introduced.

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## January 2009

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The MPS recognised Holocaust Memorial Day in a service of remembrance, commemoration and learning arranged by the Diversity and Citizen Focus Directorate and the Jewish Police Association.

Sir Paul Stephenson was appointed the Commissioner of Police of the Metropolis.

Officers focused on four popular cycle routes in London during morning rush hours to raise awareness of the dangers of collisions between cyclists and lorry drivers.

Airwave went live on all of London's 125 deep underground stations providing officers with the ability to communicate with colleagues and other emergency services whilst travelling or operating on the underground. This has improved operational effectiveness and officer safety and is part of a wider programme to improve radio communications for officers.

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## February 2009

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The Government approved the 2012 Olympic and Paralympic Safety and Security Strategy and accompanying Concept of Operations.

Safer Neighbourhood launched a campaign that aimed to inspire youngsters to help improve their local area.

806 knives were seized from a ship in Newham borough following a search for suspected stolen property.

The MPS and the Cab Enforcement Unit made 25 arrests while undertaking a joint weekend operation to target illegal cabs.

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## March 2009

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Following trials in four areas, PREVENT - the strategy to stop people becoming or supporting violent extremists was introduced across all boroughs.

The Diversity and Citizen Focus Directorate launched a quarterly publication to support colleagues in the delivery of equality. It provides information to enhance Human Resource employment practices and improve the quality of services to the people of London.

The Home Office launched its campaign 'Justice Seen, Justice Done' to raise awareness of the National Policing Pledge.

The MPS's Operation Sterling Unit launched the property industry counter-fraud forum - PFAST (Property Forum Action for Safe Transactions).

'Swap a knife for a life' was launched. It is an initiative to encourage young people to relinquish their weapons.

## MPS Performance and Achievements 2008/09

The MPS is made up of nine Business Groups. Though each Business Group takes responsibility for a particular area of business all are committed to meeting the corporate objectives and collectively enable the MPS to meet its aims.

To understand the achievements being made, to identify areas requiring improvement and to gain an insight into the quality of service being delivered the MPS collates and analyses information drawn from a number of measures, also known as indicators.

In April 2008 the Home Office introduced a new performance assessment framework for all police forces called Assessment of Policing and Community Safety (APACS). These measures were drawn from a number of different frameworks to form a single integrated set of indicators to be used by all police forces. To provide a full picture of how we are performing the MPS uses APACS and its own local measures. Within this framework the MPS has identified those measures that are critical to the delivery of policing activities, known as Critical Performance Areas (CPAs).

During the year the MPS restructured slightly to enhance its ability to deliver the commitments made in the Plan. For the purpose of this report the activities promised by those Business Groups that have now amalgamated with other parts of the Service have been added to the Business Groups where they now reside.

The following pages illustrate how well the MPS has performed against the key activities and measures detailed in The Policing London Business Plan 2008-12. Those measures that the MPS consider as being Critical Performance Areas have been indicated, as has whether the measures forms part of the APACS framework or is one locally developed by the MPS and included in the Plan.

# Territorial Policing

Officers and staff in the Territorial Policing Business Group deliver 24/7 policing on the 32 London Borough Operational Command Units (BOCUs). Local police officers and staff meet the needs of local people and communities and work with our partners to deliver crime and disorder reduction, crime detection and reassurance policing at a neighbourhood level. Territorial Policing is the visible, accessible and responsive face of the MPS to the people of London. Territorial Policing headquarters provides leadership through the tasking of Territorial Policing resources, monitoring and improving performance, and supporting boroughs. Territorial Policing is committed to delivering creative change programmes to enable the best use of limited resources while sustaining and improving performance. The Diversity and Citizen Focus Directorate ensures that we engage fairly and sensitively with London's different communities.

In 2008/09 Territorial Policing supported the corporate objectives by:

- Maintaining an effective response to suspected and actual terrorist incidents
- Reducing the level of serious violence and increasing the number of violent offenders brought to justice (including hate crime, rape and domestic violence)
- Reducing the level of gun and knife-enabled crime
- Improving neighbourhood safety
- Improving our contribution to the effectiveness of the criminal justice system and bringing more offenders to justice
- Managing demand and improving the experience of those who come into contact with us
- Improving the speed of answering emergency calls
- Improving public satisfaction with Central Communications Command response to calls for assistance
- Improving the quality of the service the MPS provides, ensuring fair and equitable treatment

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## Case Study

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Operation Tyrol was the immediate response to the Mayor's priority to provide additional resources to enhance transport policing at travel hubs. The operation was launched at 3 pilot sites where analysis had shown high levels of crime and anti-social behaviour. Those locations were West Croydon, Wood Green/ Turnpike Lane and Canning Town. These trial sites produced significant reductions in crime and much positive feedback from the community and partners.

As a result of the positive performance at the pilot sites, a further twenty-nine locations were chosen. Each team consists of 1 PS, 1 PC and 7 PCSOs. So far twenty-four hub teams have been launched with a further eight due for full launch in May and June 2009. The new teams have added a new approach to policing the bus routes with greater emphasis on engagement and dealing with Anti-social behaviour. They are well liked by the public and have greatly improved our ability to deal with crime on the bus network.

The locations for these additional teams was agreed with all partners and included; analysis of all bus crime, driver incident reports, calls through the 999 system (CAD), bus stop and shelter criminal damage and driver incident forms. They have been sited to have the maximum impact working with the community at busy locations to deal with issues of local concern.

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## Case Study

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As part of the Mayor's manifesto in May 2008, the MPS developed and introduced an internet-based Crime Mapping system with the initial live test on the 14th August 2008. Currently, the public can view the following crime types at sub-ward level: Robbery Personal, Robbery Commercial, Burglary Residential, Burglary Other, Theft of Motor Vehicle, Theft from Motor Vehicle and the number of Total Notifiable Offences. The most recent update in April 2009 added Violence Against the Person and the sub-category of Most Serious Violence along with Anti-Social Behaviour but these are only available at ward level.

The MPS moved quickly to deliver an effective and well-liked product, which is now also being used to enhance public engagement and to assist constructive debate with local police. The National Policing Improvement Agency (NPIA) codes of practice and the Policing green paper also required additional information to be available via the Crime Mapping website, as a result all Safer Neighbourhood Teams now have a web page template which is accessible via the website. The SNT pages display team contact details and photographs along with the current ward panel priorities.

Extensive consultation has taken place with users of the site, victims of crime and diversity strand leads. The vast majority of feedback has been positive and users find the site very useful. Specific questions relating to Crime Mapping have been included in the Public Attitude Survey and the first results will be available at the end of May 2009.

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## Case Study

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A central Task Force was established under Operation Blunt 2 on 5 July 2008. This Task Force initially comprised over 100 officers, including detectives, drawn from all MPS business groups. Their remit was to provide further support and expertise to Boroughs responding to the challenge of prevention serious youth violence and knife crime in London.

The Task Force has continued to deploy some 50 uniformed officers every day with a single remit to engage with young people, using stop and search tactics to reduce the carriage of lethal weapons, mainly knives. They are centrally briefed by a senior officer and deployed to Boroughs each day between 3.00pm and 10.30pm based upon the latest assessment of incidents, intelligence and consequent risk of violence affecting young people. Each day a senior officer reviews incidents, as they happen, and directs the Task Force accordingly. Its hours of duty are often extended in response to such threats and incidents of violence involving young people.

The Task Force has undertaken in excess of 65,000 searches to detect lethal weapons. Officers have arrested 6,000 people of all ages and recovered over 500 weapons including 400 knives and 15 firearms. The interaction with young people is carefully managed and supervised. Community observers are regularly deployed with the officers and supervisors ensure that full explanations of necessary search activity are provided at the time, on the street using leaflets and subsequent questioning by supervisors to assess the impact on the individual and the group. These tactics have maintained the support of young people and increased understanding of the violence that many experience or are in fear of.

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## Territorial Policing performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
CPA APACS 1.1	Percentage of victims satisfied with the overall service provided (User Satisfaction Survey)	2% increase (78.9%)	77.7%	
CPA APACS 1.2	Percentage reduction in the difference between the satisfaction of white users and users from minority ethnic groups with respect to the overall service provided	1% decrease (3.8% points)	4.7% points	
CPA APACS 2.3	Percentage of people who think police in their area are doing a good job (British Crime Survey)	56.2% (1% point increase over 2007/08)	55.1%	
CPA APACS 5.1	The number of most serious violent crimes per 1,000 population	Baseline year - no target set	1.5 offences per 1,000 population (total offences 11,653)	
CPA APACS 5.2	Number of serious acquisitive crime per 1,000 population (robbery, burglary and motor vehicle crime)	4.2% reduction	-7.7%	
CPA APACS 5.5	The number of gun crimes per 1,000 population	3% reduction	-25.8%	
CPA  APACS 6.1  APACS 6.4	Offenders brought to justice rate for serious violence and serious sexual offences - sanction detection rate for serious violence and serious sexual assaults used as a proxy*  Offenders brought to justice rate for serious violence - sanction detection rate for serious violence (as per APACS 5.1 above) used as a proxy*  Rate of offenders of serious sexual offences brought to justice - sanction detection rate used as proxy	Baseline	29.9%  29.8%  30.1%	
CPA APACS 6.2	Rate of offenders of serious acquisitive crime offences brought to justice (sanction detection rate used as proxy)	11.8%	10.4%	
CPA	Percentage of domestic violence offences where an arrest was made related to the offence	67%	72.9%	
CPA	Percentage change in the number of under 20 year olds becoming victims of serious youth violence (defined as any incident of most serious violence, actual bodily harm and weapon enabled crime where the victim is under 20 years)	6% reduction	-9.8%	
CPA	Percentage of people who agree that police are dealing with things that matter in this community (British Crime Survey)	1% increase	54.2%	
CPA	The number of criminal networks disrupted	No TP target set (350 MPS)	9 (TP) 365 (MPS)	SCD/SO/CO/DPS

\* Latest version of data as at date of publication. Definition under national consideration.

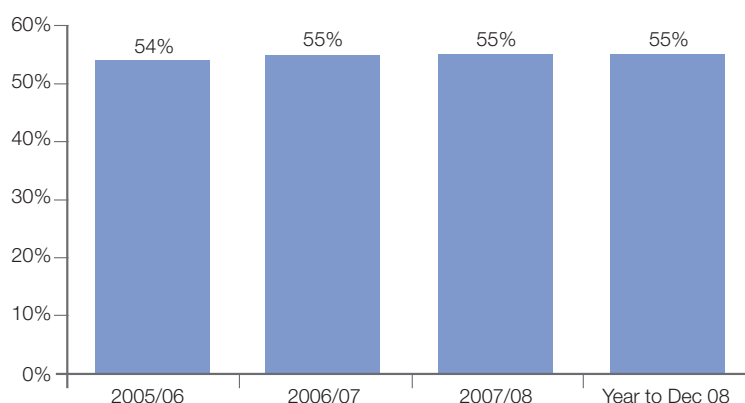
Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
CPA	Number of assets recovered	No TP target set (2250 MPS)	2881 MPS	SCD/SO
APACS 1.3	Satisfaction of victims of racist incidents with the overall service provided (Crime Victim Survey)	No target	73.3%	
APACS 1.4	Overall satisfaction with Criminal Justice System (Criminal Justice Survey)	No target	80% (April to Dec 08)	
APACS 2.1	Percentage of people who think police and councils seek their views on anti-social behaviour and crime locally (British Crime Survey)	No target	48.4%	
APACS 2.2	Percentage of people who think police and councils deal with anti-social behaviour and crime locally (British Crime Survey)	No target	49.3%	
APACS 2.4	Percentage of people confident that the criminal justice system as a whole is effective (British Crime Survey)	No target	45.8%	
APACS 2.5	Percentage of people confident that the criminal justice system is fair (British Crime Survey)	No target	63.8%	
APACS 4.1	Percentage perceptions of anti-social behaviour as a problem in their area (British Crime Survey)	No target	22.9%	
APACS 4.2	Percentage perceptions of people being drunk or rowdy in public places as a problem in their local area (British Crime Survey)	No target	32.1%	
APACS 4.3	Percentage perceptions of drug use/dealing as a problem in their local area (British Crime Survey)	No target	32.4%	
APACS 5.3	Assaults with less serious injury per 1,000 population	No target	7.9 offences per 1,000 population (total offences 59,745)	
APACS 5.4	Domestic homicide per 1,000 population	No target	0.003 per 1,000 population	
APACS 5.6	Number of serious violent knife crimes per 1,000 population	No target	-13.3%	
APACS 6.3	Sanction detection rate for racially and religiously aggravated crimes	No target	39.2%	
APACS 7.1	(i) Number of deliberate primary fires per 10,000 population (ii) Number of deliberate secondary fires per 10,000 population	No targets	(i) 5.01 (ii) 8.26 London Fire Brigade	
APACS 8.1	Value of assets recovered	No TP target set (£42m MPS)	£9.4m (TP) £52m (MPS)	SCD/SO/CO/DCP



Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
APACS 10.1	Change in convictions for prolific and other priority offenders over a 12 month period	No target	62.73%	
APACS 11.1	Rate of proven re-offending by adults under probation supervision	No target	8.67%	
APACS 11.2	Rate of proven re-offending by youth offenders (ages 10-17)	No target	1.06 (4518 offences by 4275 reoffenders)	
APACS 11.3	Number of first time entrants to the Youth Justice System (aged 10-17)	No target	8523	
Policing Plan	How safe do you feel walking alone in your local area during the day? (Public Attitude Survey)	No target	96%	
Policing Plan	How safe do you feel walking alone in your area after dark? (Pubic Attitude Survey)	No target	74%	
Policing Plan	Reduce the number of repeat young victims per 1,000 of the youth population in 2008/09	Improve on 2007/08 level	08/09 is baseline, first data available July 2009	
Policing Plan	Reduce the number of young victims of crime per 1,000 of the youth population in 2008/09	Improve on 2007/08 level	-9.3%	
Policing Plan	Answer emergency calls within 10 seconds and non-emergency calls within 30 seconds	90% of the time	Emergency calls 87.5% Non-emergency calls 89.8%	
Policing Plan	Proportion of public satisfaction with Central Communications Command calls for assistance	No target	90%	
Policing Plan	Percentage of equalities scheme actions delivered during 2008/09	No target	80%	
Policing Plan	The number of disruptions to terrorist networks in the reporting period, as approved by the Disruptions Assessment Panel	No target	365 MPS	SCD/SO/CO

During 2008/09, public confidence was measured through the British Crime Survey question: Percentage who think their local police do a good or excellent job. Confidence has remained at similar levels over the last four years:

### APACS 2.3: Public Confidence



## Specialist Crime Directorate

Specialist Crime Directorate provides professional operational capability in tackling specialist, serious and organised crime. It's main task is to protect London from, and reduce the harm caused by, serious crime and criminal networks. The Met Intelligence Bureau provides an intelligence infrastructure that delivers timely and accurate information and ensures, through the Corporate Tasking process, that corporate assets are effectively deployed in line with emerging threats. The Operational Information Service have the responsibility for over 14,000 requests per week from those wishing to work with children and vulnerable adults. In order to provide the MPS with the best quality investigators the Crime Academy deliver 73 different courses to over 7500 students per year.

Specialist Crime Directorate deals with crimes including murder, fatal and non-fatal shootings, armed robberies, Class A drug trafficking, people smuggling, life threatening kidnaps, child abuse and paedophilia, computer crime and fraud. Forensic Services gather evidence from crime scenes ranging from domestic burglary to firearms and terrorism. Using legislation, Specialist Crime Directorate leads on confiscating illegally acquired financial assets of criminals. Last year there was an increase of 40% in criminal assets recovered and an impressive 130% increase in value of cash seizures (from £19.9m to £46.8m).

In 2008/09 Specialist Crime Directorate supported the corporate objectives by:

- Delivering the highest standards for homicide and serious crime investigation and by preventing homicide by using disruption tactics
- Disrupting criminal networks, seizing assets and reducing the harm they cause
- Protecting London from the activities of criminals targeting our economy, institutions and communities
- Tackling Class A drug trafficking
- Providing covert assets (human and technical) to deliver operational support
- Safeguarding children and young people from physical, emotional and sexual abuse
- Providing accurate, timely information on criminal records and vetting checks
- Increasing the number of offences brought to justice through forensic intervention
- Providing a corporate-level intelligence service for London.

## Specialist Crime Directorate performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
CPA APACS 5.5	Reduction in gun crime (The number of gun crimes per 1,000 population)	3% reduction	25.8% reduction MPS	TP
CPA	The number of criminal networks disrupted	325 SCD (350 MPS)	330 (SCD) 365 MPS	TP/SO/CO
CPA	The number of sanction detections for trafficking of Class A drugs	Increase on 2007/08	2,516 MPS	TP
CPA	Number of cases where assets are restrained or cash seized	20% increase	59% MPS	TP
APACS 8.1	Value of assets recovered	£20m SCD (£42m MPS)	40.2m (SCD) £52m MPS	TP/SO/CO/ SCD
Policing Plan	Homicide detection rate	85%	91.7%	-

## Case Study

In June 2008 officers raided seven addresses in an intelligence-led operation targeting a safety depository business codenamed Operation Rize. Eleven months later there are over a thousand active investigations as a result of opening all of the safety deposit boxes.

The operation was a groundbreaking pro-active investigation and the first of its kind targeting criminals who operate and use this type of secure storage. The intelligence had indicated that there were possible links to paedophilia, firearms, trafficking, prostitution and money laundering. Using the proceeds of crime legislation, detectives were seeking to disrupt criminal networks engaged in using the business to facilitate this criminality. Surveillance teams, undercover officers and other covert tactics were used to gather evidence.

Its impact resonates well beyond London's boundaries. Currently eleven people have been charged and there are ongoing criminal proceedings. Police have made arrests in relation to money laundering, paedophilia, concealing criminal property, benefit fraud, burglary, drug supply, and possession of firearms, fraud and for the importation of illegal elephant tusks. The firearms have been linked to people known to use violence.

On the day of the raid 3,554 boxes were seized. Although 2,457 boxes have now been restored, there are 1,068 active enquiries and of the £35m total cash found within the deposit boxes, £15.5m is currently detained under Proceed of Crime Act (POCA) legislation. The restoration of legitimate property has been a matter of priority and has been a long, complex and challenging process. A call centre was established to deal with queries and a call-in centre where owners were able to bring proof of ownership and collect their items in a safe and secure manner.

A total of 700 box holders are in the process of being referred to HM Revenue and Customs for suspected tax evasion and the sums involved are in excess of £15m.

## Specialist Operations

Specialist Operations leads the MPS on Counter Terrorism, Security and Protection, creating a safer environment for people in London and those at particular risk, and a hostile environment for those intent on committing acts of terrorism. The Counter Terrorism Command supports the Commissioner's wider responsibility for counter terrorism, working with national and international partners. The Command's aim is to reduce the risk from international terrorism, prevent and disrupt the activities of those engaged in terrorism and to bring offenders to justice. Protection Command provides residential and personal protection to the Royal family, Government ministers, visiting dignitaries and prominent persons considered at risk. The Protective Security Command is responsible for co-ordinating and delivering protective security for major events, venues and to individuals, and provides an effective structure to support the business functions of Specialist Operations.

In 2008/09 Specialist Operations supported the corporate objectives by:

- Stopping people becoming or supporting terrorists or violent extremists
- Stopping terrorist attacks through detecting, investigating and disrupting terrorists and their networks
- Strengthening our overall protection against terrorist attacks
- Mitigating the impact of terrorist attacks where we cannot stop them
- Developing a corporate infrastructure for community engagement that supports counter terrorism and helps to harness community intelligence.
- Providing parliamentary and diplomatic security

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### Case Study

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A doctor was jailed on 17th December 2008 for at least 32 years after being found guilty at Woolwich Crown Court of planting two car bombs in the heart of London and an attempted suicide attack at Glasgow Airport. He and another man, who died in the attack on Glasgow Airport, had aimed to capture world-wide public attention with "no warning" terrorist attacks in Britain causing mass murder.

It is believed that the bombs in London were to have been the first in a series of attacks. The men had at least two other vehicles and supplies of gas, petrol and other items for constructing bombs. They planted car bombs outside the 'Tiger Tiger' nightclub in The Haymarket, a venue with hundreds of revellers, and in nearby Cockspur Street beside a night bus stop. It was more luck than judgement that their repeated attempts to detonate both car bombs by mobile phone failed. A day later, knowing their time was running out, they drove at speed at the doors of Glasgow Airport in a failed attempt to explode a jeep laden with inflammable material inside the crowded departure hall.

The expertise of explosives officers from the Counter Terrorism Command in dismantling the London bombs not only prevented serious injury and loss of life, but also gained a treasure trove of evidence. Their bravery was recognised with a Queens Gallantry Medal and Queens Commendation for Bravery. The Counter Terrorism Command worked very closely with the Strathclyde Police, other regional forces and the CPS and it was this joint working and professionalism that led to the conviction.

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## Specialist Operations performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
CPA	Progress against Counter Terrorism strategy milestones	Text answer	In development	
CPA	The number of criminal networks disrupted	No SO target set	9 (SO) 365 MPS see *1	TP/SCD
APACS 8.1	Value of assets recovered	£22m SO (£42m MPS)	0.2m (SO) £52m MPS	TP/SCD/CO/ DCP
Public Attitude Survey	How will do people think the MPS is....at preventing terrorism (scale 1 - 7, 7 = very well) *2	No target	88%	
Public Attitude Survey	How important it is to you that the MPS do preventing terrorism (scale 1-7, 7 = very important) *2	No target	96%	
Policing Plan	The number of disruptions to terrorist networks in the reporting period, as approved by the Disruptions Assessment Panel *1	No SO target set	9	TP/SCD/CO
Policing Plan	Suspected or actual terrorist incidents to achieve a rating of 'appropriate' for scene management	90%	96%	
Policing Plan	Explosive Officers attending improvised explosive device calls within set time	95%	100%	
Policing Plan	The number of intrusions to the secure zones of the Royal Residences (Red or purple zone)	0	0	
Policing Plan	Percentage of security co-ordinator events rated as satisfactory by GOLD	85%	100%	
Policing Plan	Security co-ordinator appointed to an event within 3 working days of request	85%	98%	
Policing Plan	Percentage of dangerous sites (hazardous substances) assessed as green	No target	NaCTSO measure under development	
Policing Plan	Percentage of partners surveyed expressing satisfaction with the service provided by the Counter Terrorism Security Advisors	85%	100%	

\*2 The scales shown in this measure have been divided into 3 groups: scale responses 1 to 3, scale response 4 and scale responses 5 to 7. A percentage of those respondents in the 5 to 7 group have been shown. This reflects those respondents who answered that the MPS did 'well' to 'very well' in preventing terrorism or that that thought it 'important' to 'very important' that the MPS prevent terrorism.

## Central Operations

Central Operations provides specialist policing services direct to Londoners and in support of neighbourhoods, boroughs and communities. Central Operations provides the tactical arm of the Service, working collaboratively with MPS Business Groups to deliver a London-wide response and leadership in specific areas. These include: natural disaster and terrorist attacks; command and control of major events and incidents; a safe transport infrastructure; tackling low level crime and disorder; provision of MPS training including firearms and public order and planning for the security of the London 2012 Olympic and Paralympic Games. In 2008/09 Central Operations supported the corporate objectives by:

- Supporting the development of the Olympics programme
- Maintaining the integrity and security of London's transport and airports infrastructure
- Providing effective co-ordination of events and public order incidents
- Planning and preparing to ensure capital city resilience
- Reducing road casualties, denying criminals use of the road and enhancing public confidence and reassurance by patrolling the roads.

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### Case Study

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During January to March 2009 officers from the northeast Traffic Tasking Team supported by core response Traffic officers undertook 'Operation Seaquest'. The aim of this operation was to remove uninsured vehicles from north-east London's roads network thus supporting the objective of reducing the incidence of people being killed or seriously injured on London's roads.

The Northeast traffic unit, in partnership with boroughs and supported by the Vehicle Recovery Examination Service, identified two to three hotspots and targeted their activity in these locations for a week at a time. The hotspots were locations that have a high level or risk of road collisions where people have been killed or seriously injured. Due to the high level of vehicles and pedestrian traffic in these areas, there were also Operation Blunt or Priority Crime hotspots and the high visibility traffic work has led to additional benefits of crime reduction on these areas. The officers used a variety of traffic related tactics including the enforcement of the "THINK" campaign through fixed penalty notices, the seizure of uninsured vehicles, the removal of unroadworthy vehicles from the road and the use of technology such as Automated Number Plate Readers.

As a result of Operation Seaquest, there were:

- 1,803 cars seized and removed from London's roads.
  - 162 arrests for offences such as drink/driving, disqualified driving, theft and other offences.
  - 3,111 people reported for 'driving at excess speed', 'using a mobile phone whilst driving', no seat belt, no insurance and 'driving otherwise than in accordance, along with other traffic offences.
  - 74 vehicles that were in a dangerous condition were also removed from London's roads.
-

## Central Operations performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
CPA APACS 9.1	Reduction in the number of people killed or seriously injured in road traffic collisions (per 100 million vehicles km travelled)	3% reduction	6.8% reduction (rolling year to Dec 08)	
Policing Plan	How well do people think the MPS is policing events (scale 1 - 7, 7 = very well) (Public Attitude Survey)	No target	88%	
Policing Plan	Reduce the Borough Operational Command Unit aid abstraction level for major annual events compared to the average for the past 3 years  Percentage of all aid to come from non-Borough Operational Command Units	5% reduction  1.25%	-23%  1.52%	
Policing Plan	Satisfaction of organisers with the way the event was policed	80%	Due to increased aid commitments it has not been possible to implement the proposed monitoring of organisers satisfaction levels. This process will commence in June 2009.	
Policing Plan	Percentage of staff trained and refresher trained to Level 2: Inspectors Sergeants and Police Constables	 25% 21%	 22.5% 19.6%	
Policing Plan	The regular monitoring and review of MPS preparation to ensure that the MPS is adequately prepared to deal with any emergency:  (i)The number of exercises conducted (ii)The number of quality assured contingency plans	No targets	  i) 81 MPS ii)405 MPS	SO

## Olympic Security Directorate

The Olympic Security Directorate, a multi-agency body, has the responsibility of coordinating the activities to deliver the Olympic Security Programme and the Security Strategy for the London 2012 Olympic and Paralympic Games. The Directorate is responsible for the strategic and operational planning of the security of the Games and for overseeing the delivery of this during the event period and discussions are taking place to transfer some of its functions to the Home Office. The Home Secretary is ultimately responsible for security at the Games - the MPS will retain responsibility for operational policing of the Games.

The approach to planning the security for 2012 runs through a cycle from intelligence and scenario testing through to programmes and operations, with eight main themes that feed activity in the lead up to 2012:

- Identity Assurance
- Site and Venue Security
- CONTEST (national counter-terrorism strategy)
- Operational planning and consequence management
- Specialist and Human Resources
- Command and Control
- Transport
- Community engagement.



## Case Study

On 30th June 2008, the Olympic Security Directorate updated Ministers to enable them to consider strategic options for the Olympic Safety and Security Programme. Ministers then provided guidance for the development of a Costed Security Strategy. At the same time, work was undertaken to develop the Olympic Safety and Security Strategy and Concept of Operations.

Project managers used the guidance from Ministers, the Olympic Safety and Security Strategy and the Concept of Operations as a foundation when writing business cases for each project. The business cases, which included option identification and costings, were then used to inform the development of the Costed Security Strategy. The draft Costed Security Strategy was then presented to the Senior Responsible Owner of the Programme in October 2008 for critical read and review.

In November 2008 work began on the final version of the Costed Security Strategy. A number of engagements with stakeholders were undertaken and their comments incorporated into the final version. The completed document together with the Olympic Safety and Security Programme and Concept of Operations was presented to the National Security, International Relations and Development (Protective Security and Resilience) for ministerial acceptance.

On 25 February 2009, the National Security, International Relations and Development (Protective Security and Resilience) agreed the 2012 Olympic and Paralympic Safety and Security Strategy and endorsed the National Concept of Operations. The programme is now moving to implementation phase and beginning to report against planned delivery.

### Olympic Security Directorate outcomes against measures set:

Indicator ref	Measure
CPA	<p>Progress against milestones for London 2012 Olympic and Paralympic Games Security</p> <p>There are four critical performance areas against which progress against the delivery programme is being measured:</p> <ol style="list-style-type: none"> <li><b>1 Meeting the Demand: Strategic Options for Delivering the Gap:</b> A paper of costed options detailing how the identified gap between supply and demand would be met was incorporated within the draft Costed Security Strategy delivered in October 2008 (see below). Draft completed ahead of schedule.</li> <li><b>2 Beijing Security Learning: LOCOG (London Organising Committee of the Olympic and Paralympic Games) official debriefs:</b> Olympic Strategic Directorate Beijing debrief is complete. LOCOG final debrief is complete but subject to information sharing protocols.</li> <li><b>3 Office of Government Gateway 0 - Programme Strategic Assessment:</b> Office of Government Commerce review of the Programme has moved from Red to Amber-Red. Recommendations complete.</li> <li><b>4 Costed Security Strategy delivery:</b> The Costed Security Strategy was presented to Ministers in February 2009 who approved the 2012 Olympic and Paralympic Safety and Security Strategy and accompanying Concepts of Operations.</li> </ol>

## Deputy Commissioner's Portfolio

The Deputy Commissioner's Portfolio is responsible for ensuring that the MPS provides a quality of service to the people of London. It provides MPS officers and staff with the support, information and tools to do this effectively in professional standards investigations, legal services and professional advice.

Directorate of Legal Services is responsible for providing high quality professional legal advice and representation that meets the operational and corporate needs of the MPS. The Directorate of Professional Standards is responsible for improving professional standards, investigating allegations of unprofessional or unlawful behaviour by staff; and safeguarding the integrity of the organisation.

In 2008/09 the Deputy Commissioner's Portfolio supported the corporate objectives by:

- Ensuring that professional standards investigations are competent and proportionate, meeting the needs of stakeholders and engendering the trust of the community.

### Deputy Commissioner's Portfolio performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
Policing Plan	Monitoring number of complaints per 100 officers, and the number of days taken to progress public complaint investigations	No target	33.6 allegations per 100 officers 58 days (all results)	

## Misconduct and Complaints Proceedings

Threatened/civil actions and damage paid

	2006/07	2007/08	2008/09
<b>Actions received</b>			
Civil actions	78	108	132
Threatened actions	446	400	504
<b>Number of threatened and civil action cases settled</b>			
Settled civic actions	48	57	44
Settled threatened actions	85	93	89
Court awards	5	4	0
<b>Settlement amount</b>			
Settled civic actions	£1,057,828	£508,299	£723,883
Settled threatened actions	£274,603	£392,376	£492,808
Court awards	£62,500	£16,000	£0.00

Allegations Recorded 2008/09

Allegation Type		Number 2007/08	Number 2008/09
<b>A</b>	Serious Non-Sexual Assault	28	57
<b>B</b>	Sexual Assault	29	32
<b>C</b>	Other Assault	1375	1475
<b>D</b>	Oppressive Conduct or harassment	531	592
<b>E</b>	Unlawful/unnecessary arrest or detention	553	659
<b>F</b>	Discriminatory Behaviour	413	532
<b>G</b>	Irregularity in relation to evidence/perjury	185	223
<b>H</b>	Corrupt Practice	60	102
<b>J</b>	Mishandling of property	337	424
<b>K</b>	Breach of Code A Stop and Search	239	350
<b>L</b>	Breach of Code B on Searching Premises and Seizure of Property	188	269
<b>M</b>	Breach of Code C on Detention, Treatment and Questioning	242	337
<b>N</b>	Breach of Code D on Identification Procedures	13	14
<b>P</b>	Breach of Code E on Tape Recording	1	3
<b>Q</b>	Lack of fairness and impartiality	204	271
<b>R</b>	Multiple or unspecific breaches of PACE which cannot be allocated to a specific code	11	13
<b>S</b>	Failures in duty	2444	2829
<b>T</b>	Other irregularity in procedure	124	167
<b>U</b>	Incivility, impoliteness and intolerance	1867	2175
<b>V</b>	Traffic irregularity	70	87
<b>W</b>	Other	127	141
<b>X</b>	Improper disclosure of information	80	92
<b>Y</b>	Other sexual conduct	3	5
<b>Grand Total</b>		<b>9124</b>	<b>10849</b>

## Resources Directorate

The Resources Directorate provides professional services to support the diverse and complex requirements associated with meeting the demands of modern policing, including delivery of an effective police service to London's diverse communities. The Resources Directorate works in partnership across the MPS to ensure the effective planning and delivery of services within a clear governance framework. The Director of Resources is the principal financial adviser to the Commissioner.

The Directorate is responsible for effective financial and business planning and stewardship of the £3.6bn budget; procurement and contracting for the MPS including protecting the MPA's interests; the management of the MPA estate comprising over 820 operational buildings, 858 residential properties and 740 rooms in section houses; the management of external relationships; and the provision of strategic research and analysis, performance improvement and programme and project support.

In 2008/09 the Resources Directorate supported the corporate objectives by:

- Producing a legal capital and revenue budget for 2009-10 as part of the Policing London Business Plan by the end of March 2009 which met the business needs of the MPA/MPS
- Developing and improving Financial and Resource Management across the MPS
- Delivering strategic procurement, driving efficiency savings for the MPS, namely identifying, obtaining and capturing £35m in cashable savings over the period 2007-10
- Implementing a more effective Procure-to-Pay system to improve financial control and enhance customer service
- Delivering the Estates Strategy Plan in line with agreed milestones including rolling-out Stage 2 of Safer Neighbourhoods property solutions
- Implementing a corporately agreed strategic plan underpinned by one performance framework
- Managing the MMP portfolio effectively and assisting the programmes to realise the stated benefits
- Ensuring the governance structure and processes are in place for the Productively Work Programme to deliver stated outcomes for 2008/09
- Ensuring the right framework and processes exists to identify and monitor delivery of the critical performance areas including Assessment of Policing and Community Safety / Public Service Agreements
- Enabling efficient scrutiny of the MPS and compliance with its corporate responsibilities.

## Directorate of Resources performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
APACS 12.1	Delivery of net cashable, efficiency and productivity gains	£144m	Achieved	
Policing Plan	Delivery of integrated business plan and budget processes for 2009/10	By 26 March 2009	Complete	
Policing Plan	Delivery of the business plan and budget to agreed GLA/MPA timetables	By 31 March 2009	Complete	
Policing Plan	Implementation of the new Finance and Resources structures across the MPS	To agreed timetable and budgets	Overall strategy still on target	
Policing Plan	Delivery of procurement related savings	£14m	Achieved	
Policing Plan	Delivery of Estates Strategy Plan	To agreed timetable	Deferred. Under review with MPA	
Policing Plan	Delivery of Safer Neighbourhoods bases (stage 2)	To agreed timetable	Deferred. Under review with MPA	
Policing Plan	Adherence to milestones on high level project plan for Performance Framework		Completed	
Policing Plan	Programmes run within an agreed international standard eg. Managing Successful Programmes which includes Benefit Management		Completed	
Policing Plan	Approval/sign off by oversight committees and MPA for both Scrutiny and Compliance		Completed	

## Case Study

Leading the organisation in making the most effective use of the resources entrusted to us is one of the primary purposes of the Directorate. In Summer 2008, a programme of work called Developing Resources Management was launched. The programme aims to strengthen the MPS's governance by: improving and streamlining processes, minimising risk and embedding control and allowing us to manage spend more effectively.

Work on the programme continues, but so far it has delivered some impressive results:

- Purchasing processes have been improved and we now have visibility of our contracts; 97% of contracts in value terms are now accessible via a new database. The benefits will include: reducing costs, leveraging spend volume, making goods and services easier to obtain, increasing visibility and management of supplier performance.
- Partnership working is vital to the MPS achieving its objectives. We have mapped the partnerships we are involved in to ensure we can provide support to operational and support staff in this important area. A toolkit has been launched to help improve outcomes from partnership working and develop a more consistent approach across the organisation.

A new Scheme of Delegation that sets out financial authorisation levels designated to police officers and staff throughout the organisation is in place. This will provide effective internal controls locally and enable the Service to demonstrate that it has consistent and compliant processes in place.

## Directorate of Information

The Directorate of Information delivers information and technology solutions to enable MPS staff and officers to perform their roles more efficiently and effectively, improving their productivity, allowing uniformed officers to spend more time on London's streets and improving their performance.

The Directorate of Information explore and exploit communications and technology developments to ensure a reliable and responsive MPS infrastructure and services to support 21st century policing. The Directorate is responsible for delivering business and technical change programmes to facilitate better performance and productivity in meeting key corporate objectives through improving the quality and accessibility of MPS information.

In 2008/09 the Directorate of Information supported the corporate objectives by:

- Enabling Safer Neighbourhoods Teams and borough police services to publish their own information, relevant to their communities, through a more resilient and flexible MPS internet service
- Supporting Counter Terrorism Command and other units with a specialist technology framework to manage sensitive information
- Supporting criminal investigations focused on gang and gun crime, criminal networks and other violent crimes with covert and overt technical capabilities
- Providing Safer Neighbourhoods Teams with the information, communications and technology they need to service their local communities
- Supporting the Olympic and Paralympic Games in 2012 by providing information and technology services and solutions to support operational policing
- Delivering better quality information for police officers, saving the organisation both time and money, which can then be invested into policing and to making London safer.

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### Case Study

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The Data Quality Improvement Framework has brought significant improvements in the quality of MPS operational data. Its success has generated national interest from other forces and public sector bodies, and has been cited as an example of good practice by Her Majesty's Inspectorate of Constabulary.

Daily exception reports identify errors in data recorded on key systems and provide supervisory staff with timely information so they can make corrections. Monthly status reports allow managers to monitor progress. Supported by system enhancements and a programme of activities to promote officer awareness, the framework has brought measurable improvements to the quality of operational data. As a result almost all MPS boroughs achieved a data quality rating of either good or excellent by the end of the year.

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## Directorate of Information performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
Policing Plan	The replacement of internet hardware and content management system	By the end of December 2008	Replacement hardware delivered July 2008 - Content Management System impacted by cost reductions, go-live now expected in 2010	
Policing Plan	Electronic evidential analysis	80% completed within 28 days	75% - performance impacted by increased work volume	
Policing Plan	Achievement of the agreed service levels for existing MPS Information, Communications and Technology services	Not applicable	Good and improved levels of service achieved	
Policing Plan	Completion of Information, Communication and Technology delivery to 60 Safer Neighbourhoods ward bases	By end of March 2009	13 complete, remaining deferred under review with MPA	DoR
Policing Plan	A prioritised plan of the projects to be undertaken in preparation for the Olympics and Paralympic Games	By end of September 2008	Complete - prioritised plan of projects produced	
Policing Plan	Implement the MPS' response to the recommendation made in the Bichard Inquiry	By end of September 2008	On target to date but subject to funding	
Policing Plan	Introduce business process improvements and new technologies for better data quality	By March 2011	On target - good progress	

## Case Study

The Directorate of Information has made it possible for Londoners to access quickly and easily relevant information on criminal activity in their neighbourhood, through the introduction of the crime mapping website. The online facility enables visitors to search for local crime figures using an interactive map and search bar.

Since its introduction in August 2008, the site has also undergone a series of enhancements to make the data more adaptable to the public's needs. These include improved search options, which have introduced the ability to search by familiar place or street, as well as postcode; additional trend data; and accessibility enhancements for the visually impaired.

# Human Resources Directorate

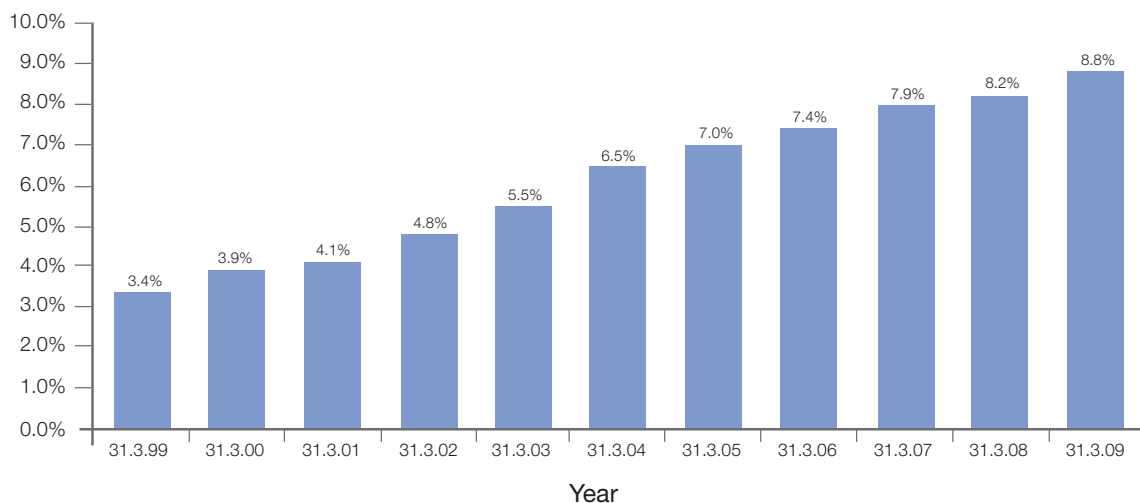
Human Resources is a central and pro-active partner in enabling the MPS to meet its long-term goals. It plays an integral role in framing operating strategies to meet the organisation's corporate objectives and is responsible for determining an effective Human Resource service that responds efficiently to the changing environment of the organisation. Human Resources Directorate has identified four strategic outcomes that are key to delivering the MPS's overall corporate strategy: becoming an employer of choice; releasing potential; developing leaders and managers for the future; and using people effectively.

Through a mixed model of centralised and decentralised functions, the Transforming Human Resources Programme has continued to deliver real improvement in the quality and costs of the Human Resource service and to deliver significant efficiency benefits during the past year. The Programme's aim is to introduce a new 24/7 service model in 2009, that will enable individuals to resolve Human Resource issues as they arise.

A number of Logistical Services are also provided by Human Resources. These include catering facilities, language services, uniform services and the vehicle recovery and examination service.

In 2008/09 the Human Resources Directorate supported the corporate objectives by:

- Demonstrable improvement in the quality of MPS leadership
- Reducing days lost through sickness
- Delivering the Deployment Plan as agreed by Management Board
- Delivering training places as required by the operational Business Groups
- Meeting vehicle recovery targets
- Rolling out of Hydra and immersive learning
- Delivering Transforming Human Resources in order to provide a more productive service





## Human Resources Directorate performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
APACS 3.1	Percentage of police recruits from minority ethnic groups compared to percentage of minority ethnic groups in the economically active population	25.8%	16.1%	
APACS 3.2	Percentage of female police officers compared to the overall force strength	22.9%	22.4%	
APACS 13.1	Percentage of working hours lost due to sickness for police officers	6.5 days (% target N/A)	7.1 days per police staff	
APACS 13.2	Percentage of working hours lost due to sickness for police staff	9 days (% target N/A)	9.5 days per police staff	
Policing Plan	A demonstrable improvement in the quality of MPS leadership as measured by (i) staff experience survey (ii) the delivery of the Leadership Academy Local programme and (iii) the continued delivery of Hydra immersion training	No target  75% of all BOCUs  No target	N/A  89%  N/A	
Policing Plan	(i) All students entering foundation training to be trained under the Initial Police Learning and Development Programme and (ii) continued delivery of driver training courses at both Advanced and Response car levels to pre-agreed targets.	100%  534 (advanced)  1,254 (response)	100%  619  1193	

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## Case Study

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The development of focused campaigns and support interventions has resulted in the sustained recruitment of black and minority ethnic (BME) officers; in 2008/09 a total of 322 BME police officer recruits joined the MPS, resulting in police officer strength increasing to 8.8% (the highest ever). During the last ten years BME police officer representation has increased from 890 (3.4%) in March 1999 to 2,864 (8.8%) in March 2009.

Many BME police officers have previously worked as police community support officers or special constables, where BME groups broadly reflect the wider London communities. Additionally the Human Resources community engagement strategy has led to the appointment of outreach workers to access under-represented communities (e.g. Somali and Turkish communities), as well as the development (in partnership with a range of educational institutions) of a wide range of support interventions designed to meet differing needs.

In terms of developing staff, Human Resources has introduced various schemes to improve diversity, in particular the Equip to Achieve scheme has been launched to identify and develop high potential BME police officers; the scheme provides a structured development programme for those seeking to apply for the high potential development scheme.

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## Directorate of Public Affairs

The Directorate of Public Affairs is the focal point for the provision of high quality professional communication services that supports the work of the MPS. The Directorate delivers communication activity that raises awareness about the MPS, promotes its achievements, supports officers and staff in tackling crime and disorder, keeps staff informed and provides a comprehensive service to the media.

In 2008/09 the Directorate of Public Affairs supported the corporate objectives by:

- Planning and delivering effective communication to build confidence in the ability of the MPS to deliver a safe and secure London 2012 Olympic and Paralympic Games in London.
- Planning and delivering effective communication to improve public confidence by highlighting crime reduction initiatives and promoting operations from tackling anti-social behaviour to disrupting criminal activity
- Co-ordinating and improving internal communication to make staff better informed so that they can undertake their roles and responsibilities more effectively
- Planning and delivering an effective communication that will build confidence in the MPS.

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### Case Study

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The Directorate of Public Affairs was central to MPS efforts to enhance public confidence, highlighting activities from Safer Neighbourhoods and crime reduction initiatives to the conviction of serious criminals.

A successful publicity campaign promoted the new non-emergency telephone line, to reduce demand on the 999 service. While it ran, approximately 64,000 people called the new number. There was an 11.6% reduction in emergency calls. Another campaign challenged the perception that carrying a gun earns respect and a Safer Neighbourhoods campaign achieved an awareness rate among youngsters of 58%. Directorate of Public Affairs campaigns were recognised in eight advertising industry awards.

The Directorate of Public Affairs helped shape the MPS internet - including the successful crime-mapping site - and re-designed the intranet front page, publishing nearly 3,000 e-news stories to keep more than 50,000 officers and staff better informed.

Directorate of Public Affairs publicised nearly 400 successful court cases, wrote 1,470 news releases and attended 374 'Gold Groups' on operations and challenges facing the MPS. It organised 418 press conferences, briefings and access to raids and circulated 138 murder appeals. It also supported numerous local and centrally-led crime operations and worked with 15 documentary makers. Media training was provided to 305 officers and staff and it produced training DVDs for front line officers working with the media. The Press Bureau provided round-the-clock responses to more than 70,000 media calls. As in previous years, it brought its expertise to efforts to keep the public alert to terrorism.

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## Directorate of Public Affairs performance outcomes against measures set:

Indicator ref	Measure	2008/09 target	April - March 2008/09	BGs with shared input
Policing Plan	Monitoring media coverage and public satisfaction through the Public Satisfaction Survey question: How informed do you feel about what the police in London as a whole have been doing over the last 12 months.	No target set  (64% in 2007/08)	75%	
Policing Plan	Undertaking publicity campaigns in support of the policing priorities	No target set	7 separate campaigns were devised and delivered	
Policing Plan	Monitoring internal communication through the Staff Attitude Survey question: I am kept informed of developments	(Public sector norm is 52% and last year the MPS achieved 52%(Jan-March 08)	57% (Jan - March 09)	

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## Case Study

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Tackling serious youth violence, particularly involving knives, was an MPS priority last year. The DPA developed a comprehensive communication strategy to support operational activity. Its aims were proactively to discourage young Londoners from carrying knives, by making them aware of the likelihood of being caught, and to reassure more than seven million people in the capital that the MPS was committed to driving down youth violence.

It was vital to explain police tactics, including stop and search, to minimise criticism and achieve a public 'mandate' for what might have been seen as a heavy-handed approach. DPA generated local coverage of court cases to reinforce the message that carrying a knife brings consequences. We supplied information to the national media and enabled officers to take part in discussion programmes. We provided comment pieces and gave access to documentary makers.

A hard-hitting, multi-channel marketing campaign targeting young people aged 11-15 included a television advert shown across MTV channels, as well as 'radio info-mercials' on Kiss and Choice FM. The TV ad depicted a young man carrying a knife and being followed by a lengthening procession of victims and grieving relatives. We produced a dedicated website - [droptheweapons.org](http://droptheweapons.org) – carrying filmed interviews with young people warning of the dangers of knives.

The marketing campaign was launched to the media with a coffin carried through Leicester Square, echoing the content of the TV ad. This was repeated in eight boroughs. Over 72,000 people visited the website and 68% of those asked recalled seeing or hearing at least one element of the campaign.

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# Financial Performance

## Revenue

In 2008/09 the prevention of terrorism continued to be a key challenge with a number of counter-terrorist operations implemented to help keep London a safer city. Additionally there were extraordinary public order events such as the demonstrations arising from the Israeli conflict in Gaza, protests against the expansion of Heathrow Airport, and planning for the G20 Summit.

The budgets for 2008/09 reflected a number of major developments including:

- Additional 148 police officers for Operation Tyrol - the immediate and visible response to the Mayor's priority to enhance policing on the transport system
- Additional resources for the Diamond Districts initiative - part of the national Integrated Offender Management Programme to target resources on the resettlement of offenders, leaving custody, into the community
- Continued improvements to MPS resilience in the area of Counter-Terrorism as a consequence of heightened security threats
- Investment in the implementation of the Met Service Improvement Programme
- Planning the policing of the 2012 Olympic and Paralympic Games
- Continued investment in the reconfiguration of HR services delivery.

As a result of the economic downturn the MPS suffered potential losses during 2008-09 on investments with the Icelandic bank, Landsbanki. These involved two investments, one for £20 million, and one for £10 million, which were frozen when Landsbanki Island HF went into administration on 7 October 2008. The Authority is currently working closely with the Treasury to recoup as much of the money back as possible. To date the Treasury is reasonably confident that local authorities should be able to recoup much of the money and Parliament has agreed local authorities can defer the financial effect on their budget until 2010-11.

Despite all of the above pressures and against a background of falling crime figures the MPS was still able to deliver an underspend position and the efficiency savings target for the year of £144 million has been successfully achieved.

## Capital

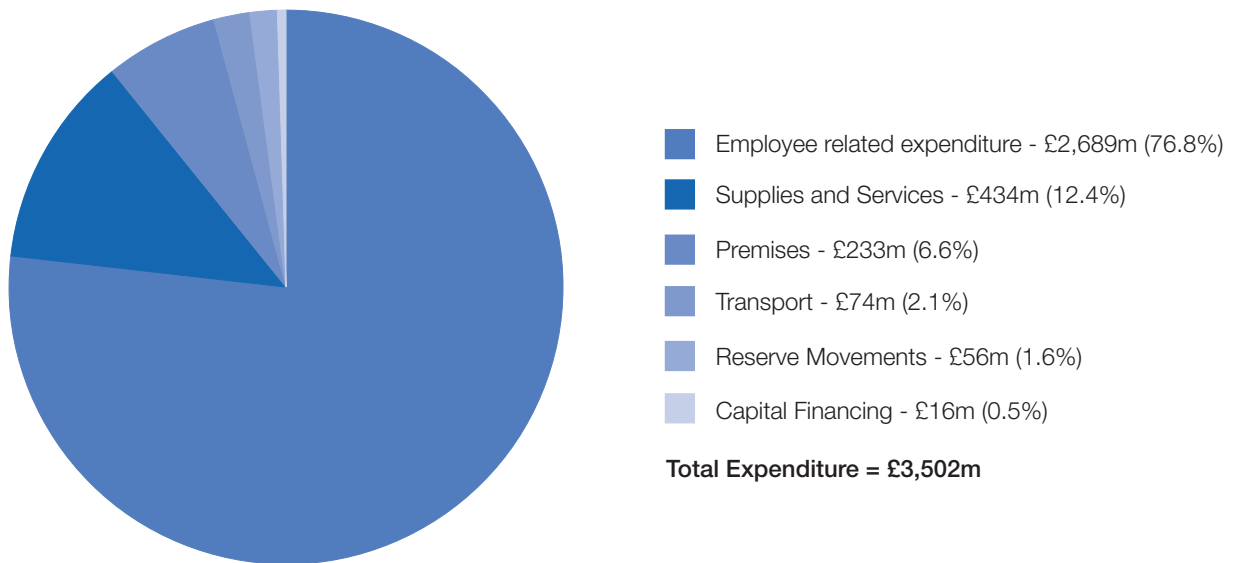
The provisional MPS capital programme outturn for 2008/09 is £298m, which is £46m below the revised budget of £344m and includes the acquisition of New Scotland Yard. The underspend can be attributed to the planned re-phasing of projects into future years.

The MPS has successfully developed operational properties that are suitable to provide for the modern policing agenda, including introduction of patrol bases, custody clusters and the continuing implementation of the Safer Neighbourhoods Programme.

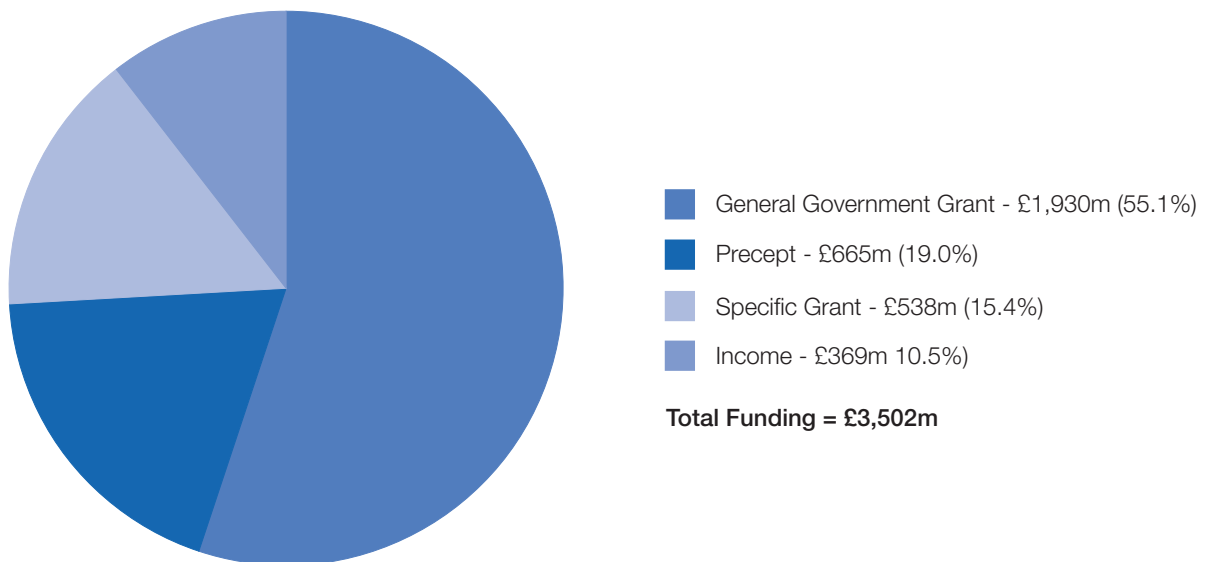
There has been significant investment in Information Technology, mainly in the delivery of the Infrastructure Renewal Programme, Information Strategy Implementation and the C3i and Airwave Projects. The vehicle fleet continues to be updated as part of the ongoing Transport Fleet Replacement Programme.

In accordance with statute, the audited final accounts for the year 2008/09 will be published by 30 September 2009.

## Analysis of Revenue Expenditure in 2008/09



## Analysis of Revenue Funding in 2008/09





## Contact Details

### How to Contact Us

We welcome feedback and if you have any comments about this MPA/MPS Policing London Annual Report 2008/09 they should be sent to the:

**Chief Executive  
Metropolitan Police Authority  
10 Dean Farrar Street  
London SW1 0NY**

You can also e-mail us at: [enquiries@mpa.gov.uk](mailto:enquiries@mpa.gov.uk)

### Consultation Opportunities

The MPA holds regular meetings about policing with people who live and work in London. Details of these can be found on the Metropolitan Police Authority Internet site, accessible through main libraries, or by ringing 020 7202 0202.

### Paper Copies

The Policing London Annual Report 2008/09 is published as an internet document but is available in large print, audiotape or Braille by writing to the MPA address below, contacting us at the MPA e-mail address above or by calling 020 7202 0202.

A language translation service is also available. This may, in certain cases, incur a charge.

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Metropolitan Police Authority  
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**Metropolitan Police Service  
Strategy and Improvement Department  
Resources Directorate  
New Scotland Yard Broadway  
London SW1H 0BG.**

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Metropolitan Police Services:  
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